



# Improving Performance

## with eLearning Tools

# Act I

## Introductions and Context

# Introduction

---

- Doug Nelson, President, Kinection Inc.
- Improving Performance
  - Consult with organizations on their human capital development strategies
  - Design and develop high impact eLearning courses
- FMS Relationship
  - TAS eLearning Plan

# ◆ ◆ Audience Poll ◆ ◆

---

Raise your hand if you are:

- A. A department head or training manager
- B. A group or project manager
- C. The person who actually does the work after the managers delegate it

# Learning is Key to Improvement

## Constant Change

- Procedures
- Technologies
- Roles
- People

IPAC

GOALS II

FED DEBT

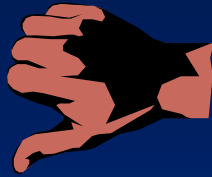
DEBTCHECK

ASAP.GOV

PAY.GOV 3.0

# Why "Learning?"

---



## Training

- The process
- The trainer



## Learning

- The outcome
- The learner

# Today's Goals

---

- Embrace life-long learning
- See that readily-available eLearning tools make life-long learning easy
- Identify learning strategies you can use to make a difference in your career and your organization

# Defining Learning

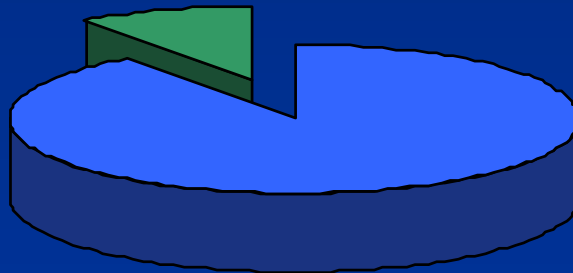
Acquisition of knowledge, skills, and/or attitudes

## Structured

- Courses
- Seminars
- Workshops

## Unstructured

- Conversations
- Meetings
- Email exchanges





# Defining eLearning

Learning that occurs through a personal information portal: computer, PDA, phone....



# Act I: Review

---

- Performance improvement is good
- In a rapidly changing, knowledge-based economy, learning (not training) is a key element of improving performance
- Learning includes a broad range of activities, and eLearning includes a broad range of technologies and modes

## Act II

# Performance Improvement Strategies

# Strategy 1: Work the Web

# ◆ ◆ Audience Poll ◆ ◆

---

## How do you Google?

- A. The "G" and "O" keys on my keyboard get so much use I've had to replace them twice
- B. I'm a daily Googler
- C. I Google important things, like the backgrounds of people I'm dating
- D. Google?

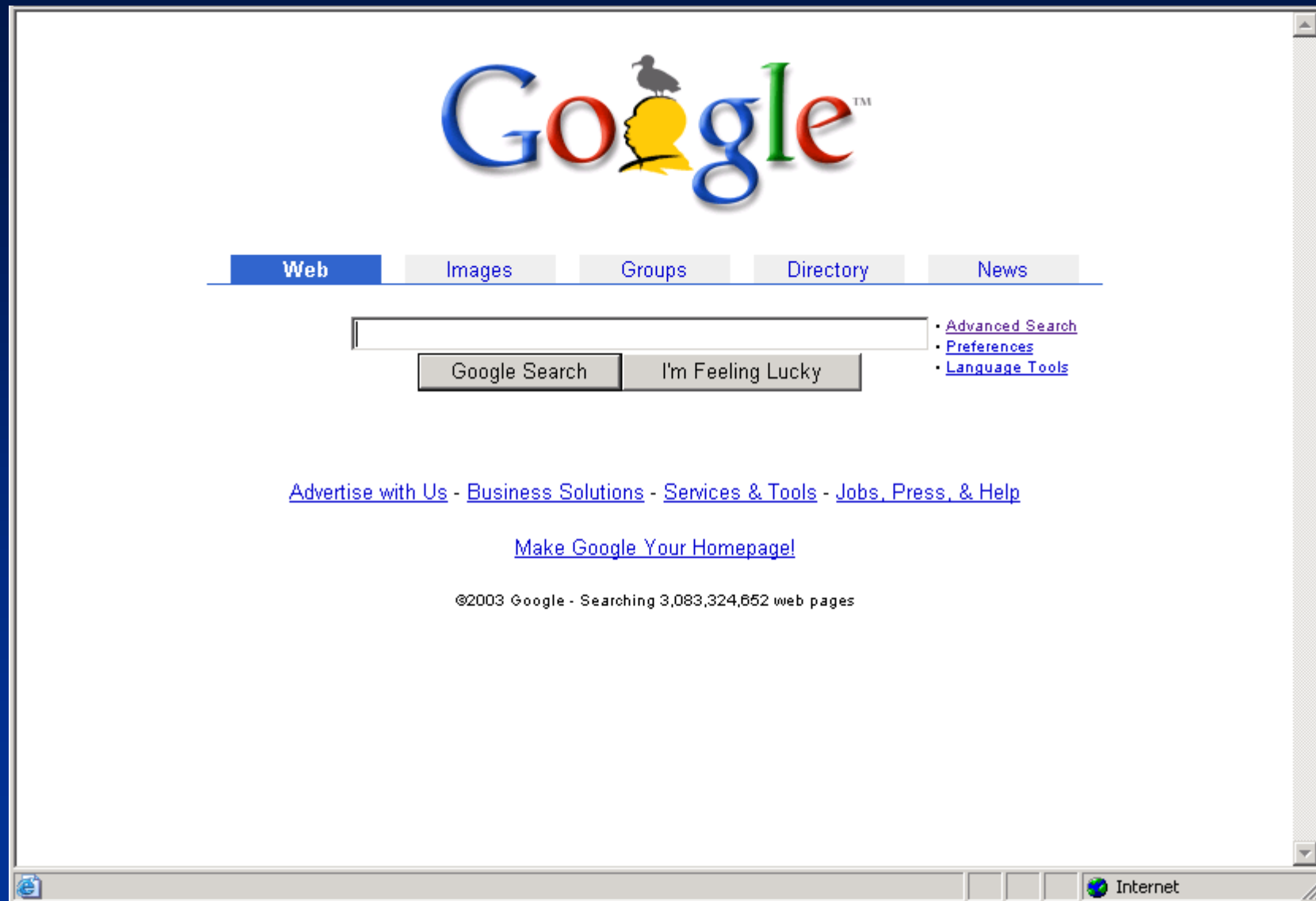
## Improving Performance by Working the Web

- The universe of information reachable through the Web has answers to most of work's difficult questions
- Many individuals underutilize the tools that are available to find these answers
- Many groups don't promote these tools effectively for their employees

# Work the Web: Tactics

---

- Personal
  - Become a skilled searcher





[Advanced Search](#)[Preferences](#)[Language Tools](#)[Search Tips](#)

Searched the web for **treasury department**.

Results **1 - 10** of about **335,000**. Search took **0.35** seconds.

### [United States Department of the Treasury - Home](#)

... other documents by E-mail. Latest Press Releases. 08/01/2003, **Treasury**

**Department** Public Engagements Schedule. 08/01/2003, Presentation ...

Description: Divided by topic into Accounting and Budget; Currency and Coins; Financial Markets; Bonds and **Treasury**...

Category: [Society](#) > [Government](#) > [Finance](#) > [Ministries](#)

[www.ustreas.gov/](http://www.ustreas.gov/) - 33k - [Cached](#)

### [US Treasury - Office of Foreign Assets Control](#)

... The Office of Foreign Assets Control ("OFAC") of the US **Department** of the **Treasury** administers and enforces economic and trade sanctions based on US foreign ...

[www.ustreas.gov/ofac/](http://www.ustreas.gov/ofac/) - 28k - [Cached](#)

[ [More results from www.ustreas.gov](#) ]

### [IRS.gov Home](#)

Skip to Main Content Search IRS Site for: Search Forms and

Publications for: Search Help Forms and Publications. ...

Description: The IRS is the US government agency responsible for tax collection and tax law enforcement. This...

Category: [Home](#) > [Personal Finance](#) > [Tax Preparation](#)

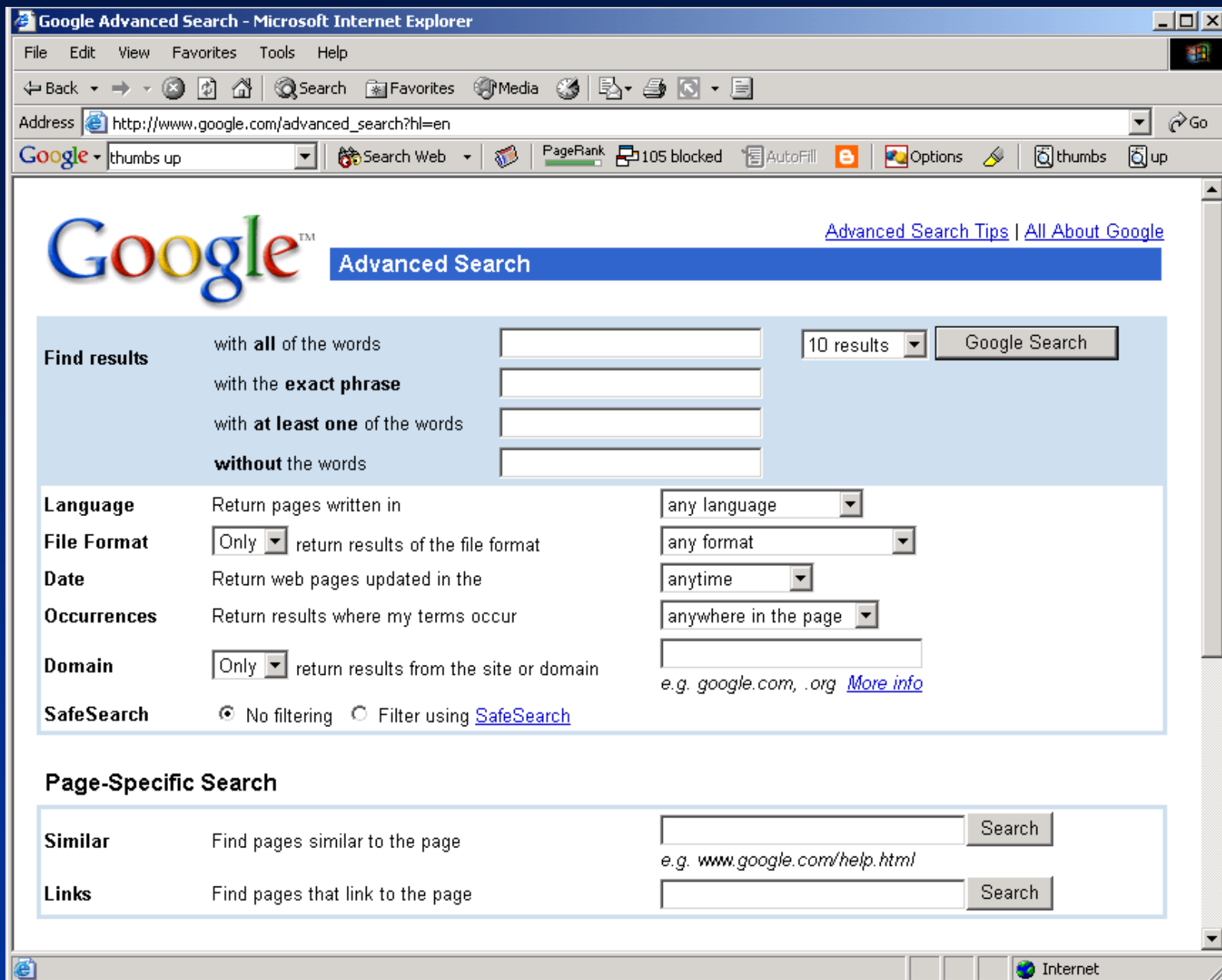
[www.irs.gov/](http://www.irs.gov/) - 17k - [Cached](#)

### [TREASURY](#)

Welcome to the official Michigan.gov web site. This site uses adaptive technology.

Done

Internet



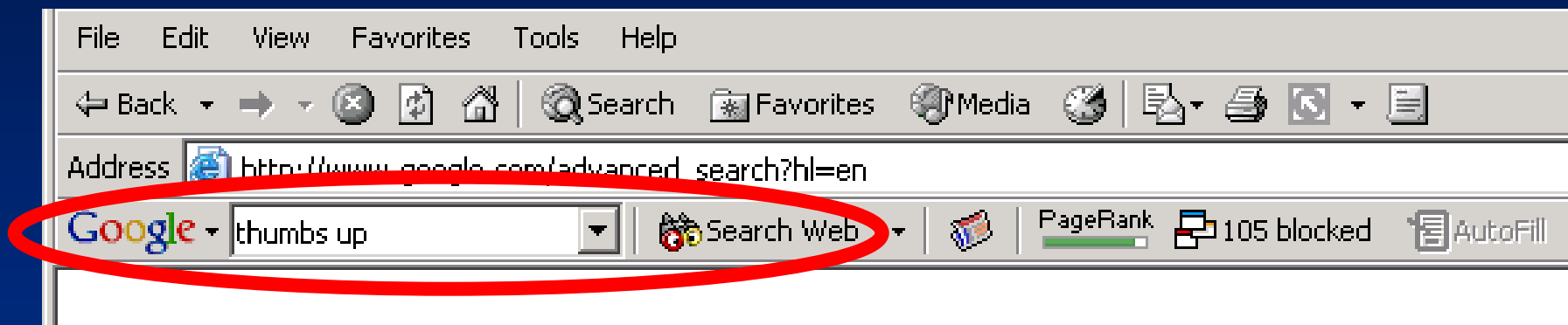




Image Search

[Advanced Image Search](#) [Preferences](#) [Image Search Help](#)

treasury building

Google Search

[SafeSearch is off](#)

[Web](#) [Images](#) [Groups](#) [Directory](#) [News](#)

Searched images for **treasury building**.

Results **1 - 20** of about **455**. Search took **0.55** seconds.



**treasury.jpg**

300 x 152 pixels - 13k  
[pubs.usgs.gov/gip/stones/stops40-42.html](http://pubs.usgs.gov/gip/stones/stops40-42.html)



**treasury-building.jpg**

512 x 384 pixels - 177k  
[www.aulich.com.au/pages/treasury-building.html](http://www.aulich.com.au/pages/treasury-building.html)



**fr10.jpg**

350 x 263 pixels - 31k  
[www.microsoft.com/w2w/program/completed/field/fr11.asp](http://www.microsoft.com/w2w/program/completed/field/fr11.asp)



**treasury.jpg**

553 x 314 pixels - 35k  
[www.bc.edu/bc\\_org/avp/cas/fnart/fa267/19th/treasury.jpg](http://www.bc.edu/bc_org/avp/cas/fnart/fa267/19th/treasury.jpg)



**treasury.jpg**

450 x 357 pixels - 23k  
[www.mtsu.edu/~enoleci/](http://www.mtsu.edu/~enoleci/)



**treasury.gif**

248 x 196 pixels - 11k  
[www.castlesix.com/exposure/](http://www.castlesix.com/exposure/)



**img001.jpg**

640 x 480 pixels - 59k  
[www.ustreas.gov/curator/](http://www.ustreas.gov/curator/)



**photo-placingthecolumns.jpg**

360 x 239 pixels - 22k  
[www.ustreas.gov/education/factsheets/building/history.html](http://www.ustreas.gov/education/factsheets/building/history.html)

[More results from](#)

(9 items remaining) Downloading picture <http://images.google.com/images?q=tbm:kek-05i5mYEC:members.a>

Internet

# Search Thoughts

- Won't find everything with Google (or other search engines)
- Shouldn't be the only tool you use – but in many cases it should probably be the first
- Workplace examples

# Work the Web: Tactics

---

- Personal
  - Become a skilled searcher
- Project / Group Manager
  - Help your team become skilled searchers

## Improving Performance by Working the Web

- The universe of information reachable through the Web has answers to most of work's difficult questions
- Many individuals underutilize the tools that are available to find these answers
- Many groups don't promote these tools effectively for their employees

# Strategy 2: Join the Community



# ◆ ◆ Audience Poll ◆ ◆

---

## Community ties:

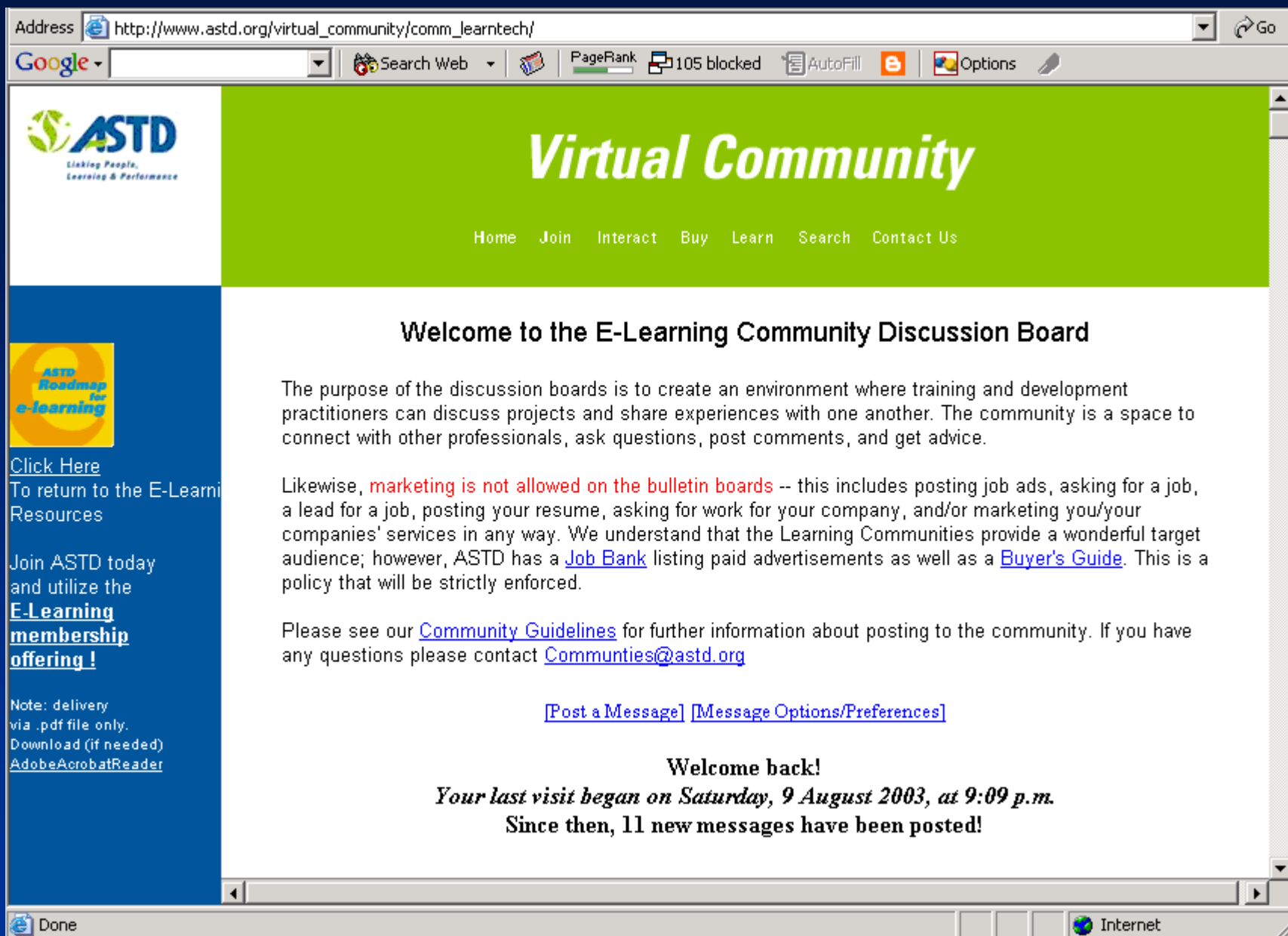
- A. I manage Web communities for fun
- B. I'm an active member of a Web community
- C. I'm a lurker
- D. Communes make me nervous

## Improving Performance through Community

- Resource for “need it now” answers
- Resource for finding experts
- Ongoing learning through participation in discussions
- Great way to stay in touch without spending too much time
- Already have the tools needed to participate

# Join the Community Tactics

- Individuals
  - Join and participate in communities of practice



# Community Traits

---

- Hosted by organizations or individuals
- Vary widely in size and participation
- Most members are members of more than one community



# Virtual Community

[Home](#) [Join](#) [Interact](#) [Buy](#) [Learn](#) [Search](#) [Contact Us](#)

## E-Learning Messages

[\[Read Responses\]](#) [\[Post a Response\]](#) [\[Back to Index\]](#)

[\[Previous\]](#) [\[Previous in Thread\]](#) [\[Next\]](#)

### Re: List of e-learning software products

*Posted by [Rich](#) on Thursday, 24 July 2003, at 11:24 a.m., in response to [List of e-learning software products](#), posted by David on Thursday, 24 July 2003, at 8:19 a.m.*

I'd have to say in the quick and easy category (with some interactivity) you would find...

- Trainersoft (<http://www.trainersoft.com>) - DazzlerMax (<http://www.maxit.com>) - Toolbook Assistant (<http://home.click2learn.com/>) - Macromedia CourseBuilder/Dreamweaver (<http://www.macromedia.com>)

I'm sure there are more, but these are the first that come to mind for me.

Just my \$0.02. - Rich

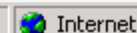


[Click Here](#)

To return to the E-Learning Resources

Join ASTD today and utilize the **E-Learning membership offering !**

Note: delivery via .pdf file only.  
Download (if needed) [AdobeAcrobatReader](#)



# Community Discussions

Characterized by helpfulness and generosity – people are there to learn and to help others

- Quick questions & answers
- Recommendations (requests or reports)
- Thought pieces
- Case studies

# Join the Community Tactics

- Individuals
  - Join and participate in communities of practice
- Project / Group Managers
  - Create a community for a project or department





Notice: Important service changes to Yahoo! Groups. New date: Aug 21. [Learn more](#)

Welcome, dougnelson

[Start a Group](#) - [My Groups](#) - [Account Info](#) - [Sign Out](#)

**brandonhall-lms**

Group Member [ [Edit My Membership](#) ]



**CLICK HERE**  
for the best Credit Card  
offers!

- Home
- [Messages](#)
- [Post](#)
- [Chat](#)
- [Files](#)
- [Photos](#)
- [Links](#)
- [Database](#)
- [Polls](#)
- [Members](#)
- [Calendar](#)

[Promote](#)

- ★ = Owner
- ☆ = Moderator
- 😊 = Online

## Description

This forum is designed to for information sharing on e-learning platforms, such as learning management systems.

Category: [Other](#)

## Membership

You are a member of this group

[ [Edit My Membership](#) ]  
[ [Leave Group](#) ]

## Group Info

Members: **996**  
Founded: **Oct 18, 2001**  
Language: **English**

## Group Settings

- Listed in directory
- Open membership
- All messages require approval
- All members may post
- Archives for members only
- Email attachments are permitted

## Most Recent Messages

[View all Messages \(1034\)](#)

- Aug 9 [Re: Custom LMS = Most Popular?](#) - [uzumeri](#)  
John, You make several points that I find interesting and I want to take the
- Aug 8 [Re: Custom LMS = Most Popular?](#) - [john\\_does\\_not\\_read](#)  
Thanks for all your input. I did find a copy of the study and it showed that
- Aug 8 [Re: Integrating ToolBook with Saba](#) - [dandaviesbrackett](#)  
The AICC standard specifies that the score field can contain up to three numbe
- Aug 8 [Re: Custom LMS = Most Popular?](#) - [pat\\_alvarado](#)  
My experience included Click2Learn, THINQ, and Docent in regards to exploring c
- Aug 8 [Integrating ToolBook with Saba](#) - [canarynoir](#)  
Does anyone have experience with doing this? The LMS vendor is having an error

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2003	<a href="#">41</a>	<a href="#">56</a>	<a href="#">30</a>	<a href="#">70</a>	<a href="#">16</a>	<a href="#">74</a>	<a href="#">12</a>	<a href="#">35</a>				
2002	<a href="#">6</a>	<a href="#">37</a>	<a href="#">65</a>	<a href="#">73</a>	<a href="#">88</a>	<a href="#">86</a>	<a href="#">88</a>	<a href="#">70</a>	<a href="#">23</a>			<a href="#">120</a>
2001										<a href="#">3</a>	<a href="#">23</a>	<a href="#">18</a>

► Home

Messages

Post

Chat

Files

Photos

Links

Database

Polls

Members

Calendar

---

Promote

---

★ = Owner

★ = Moderator

😊 = Online

## Features to support the community

# Join the Community Tactics

- Individuals
  - Join and participate in communities of practice
- Project / Group Managers
  - Create a community for a project or department
- Department Types
  - Create an organizational or discipline-centric COP

# DoD Example

- DoD acquisition workforce purchases billions of dollars of goods every year
- Program managers are key players in this process
- Navy and DAU created Program Management Community of Practice
- Community has over 3,000 active participants

## Simplify™ Feature Overview

The screenshot displays the Global Knowledge Partnership (GKP) website. The header includes the GKP logo and a search bar. The main content area is titled "Global Knowledge Partnership" and features a welcome message. A sidebar on the left contains a "Topic Explorer" with links to various topics, a "Bookmarks" section, and a "Community" section. A yellow callout box points to the "Community" section, stating: "The Community section lets Albert contribute knowledge, sign up for updates, and customize his experience." The right sidebar lists "Features" such as multimedia, documents, best practices, discussions, and events. The bottom navigation bar includes links for "Start", "Exit", "Home", and "Contact Us".

**Topic Explorer**

Browse these Topics:

- About GKP(3)
- Activities & Initiatives(7)
- Development Links(4)
- Find an expert(24)
- Governance(4)
- Member Opportunities(7)
- Press Releases(8)
- Upcoming Events(5)
- Using the GKP Portal(3)

**Bookmarks**

- Help
- my page
- my channels
- Anya Knechtel
- Nalan Yuksek
- Chief Editor
- Find an expert
- Knowledge management news
- Knowledge flows
- Partners: GKP Newsletter
- J. Executive Committee
- W3 - GKP Proposal
- FAQs

**Community**

- Add your knowledge
- Subscribe to this page
- Rate this page
- Add this page to my channels
- E-mail this page to a friend
- Who's online?

**Global Knowledge Partnership**

Welcome to the Global Knowledge Partnership Information Portal. GKP developed from several dozen organizations joining together to sponsor the 1997 Global Knowledge Conference, "Knowledge for Development in the Information Age", and evolved into an informal partnership of public, private and not-for-profit organizations. To learn more about the goals and ideology held by Global Knowledge Partner's, visit the [Global Knowledge website](#).

**Small and Medium-Sized Enterprises (SMEs) and Information and Communication Technologies (ICTs)**

New technologies risk increasing the digital divide to a point where they may create a permanent gulf between the rich and the poor. Those who are benefiting from these technologies have the financial resources needed to constantly pursue their further development, i.e. mainly developed countries are reaping the benefits. Some had hoped that these technologies would enable the developing countries to skip stages of development and make rapid progress in developing their productive capacities. In developed countries, ICTs play a significant role in promoting economic growth, improving productivity and facilitating trade. The assumption that the transfer and utilization of these technologies would be automatic did not hold true. Data on access to ICTs in Africa, for example, indicate that computer penetration is less than 3 per 1000 and just one in 1500 has access to the Internet, compared to a world average of about one in 40.

**From**

The Community section lets Albert contribute knowledge, sign up for updates, and customize his experience.

**Features**

- multimedia
  - [Bush and Berlusconi discuss national knowledge policies](#)
- document
  - [GKP Action Plan Update Summary, March 2001 application/pdf](#)
  - [Intranet Pilot Comments](#)
- best practice
  - [Interface Inc.'s Journey to Sustainability Interface Inc.](#)
- discussion
  - [Bangladesh Knowledge Society: Grassroots Initiatives & the Knowledge Base Open Discussion](#)
- event
  - [BFES Conference: Towards Building a Knowledge Society -- The Role of NGOs 2002-01-16](#)

**Navigation:** Start Exit Home Contact Us

**to·mo·ye**

## Simplify™ Feature Overview

The screenshot displays the Simplify™ web interface for The Global Knowledge Partnership. The main heading is "Find an expert" with a "Members-only" label. Below the heading, there is a search bar with the text "Expert locator service: browse alphabetically or run a search!". The search bar contains the text "situated learnin" and a dropdown menu set to "ALL of the words". A yellow callout box with an arrow points to the search input field, containing the text "Albert is looking for an expert on situated learning.".

The interface includes a "Topic Explorer" sidebar on the left with a list of topics and their counts. The main content area displays the "Find an expert" section, which includes a search bar and a list of frequently asked questions (FAQs). The FAQs are:

- 1. [Is there a global listing of all experts?](#)
- 2. [How do I find an expert in a Topic?](#)


The first FAQ is expanded, showing the question "Q : Is there a global listing of all experts?" and the answer "A : Yes. You can browse the left column. Click on a letter". The second FAQ is also expanded, showing the question "Q : How do I find an expert in a Topic? (#2)" and the answer "A : To find the experts in a specific topic who know about a specific subject, visit the Topic using the Topic Explorer in the left column. Once the Topic is displayed, click on the EXPERTS button in the section bar."

The interface also includes a "See Also" section with a link to "All featured items below this Topic". At the bottom of the page, there are navigation buttons: "Start", "Exit", "Home", and "Contact Us". The "to-mo-ye" logo is visible in the bottom right corner.

## Simplify™ Feature Overview

Home > Find an expert > W > Wenger, Etienne [Personal Topic] > Dr. Etienne Wenger

Home | Chat | Edit | Logout



# COMMUNITIES OF PRACTICE Etienne Wenger

Search ALL of the words

Topic Explorer

- Home
- About GKP (3)
- Activities & Initiatives (7)
- Development links (3)
- Find an expert (76)
- W (4)
- Wenger, Etienne [Personal Topic]
- Governance (3)
- Member Opportunities (7)
- Press Releases (6)
- Upcoming Events (3)
- Using the GKP Portal (3)

Bookmarks

- Help
- my page
- my channels
- Knowledge Flows
- Access 2 Update by the World Health Organization (WHO)
- REES Conference: Towards Building a Knowledge Society -- The Role of NGOs
- Bush and Berlusconi discuss national knowledge policies

Community

- Add your knowledge
- Subscribe to this page
- Write this page

Dr. Etienne Wenger Open

Etienne Wenger

about | discuss (2) |

Dr. Etienne Wenger's business card

Consultant

etienne@ewenger.com  
(530) 292-9222  
(530) 292-9229  
P.O. Box 810  
North San Juan  
CA  
95960  
USA  
commu  
learning  
business

Registered: 2001-11-05  
Last Login: 2001-11-05  
Number of discussion posts: 2

Ask this expert a question!

Albert can ask the expert a question, or...

http://www.ewenger.com/

Etienne Wenger is a globally recognized thought leader in the field of learning theory and its application to business. He is a pioneer of the "communities of practice" research. After working as a teacher for many years, he got a Ph.D. in artificial intelligence from the University of California at Irvine, and joined the Institute for Research on Learning, where he developed a new learning theory centered on the concept of community of practice. It is commonplace to say that people are the most important resource in organizations. Yet we seldom understand this truism in terms of the communities in which individuals develop the capacity to create and share knowledge. These communities of practice are so

Start Exit Home Contact Us

to·mo·ye

Back Forward

## Improving Performance through Community

- Resource for “need it now” answers
- Resource for finding experts
- Ongoing learning through participation in discussions
- Great way to stay in touch without spending too much time
- Already have the tools needed to participate



# Strategy 3: Share Your Work

# ◆ ◆ Audience Poll ◆ ◆

---

## How do you Blog?

- A. I was blogging before Blogger
- B. I Blog, but only occasionally
- C. My kids (or friends) have a Blog
- D. If I have a Blog, do I need to see a doctor?

# Sharing Benefits



---

- Solutions to common problems save other people time and effort
- We aren't always the best judge of our own brilliance, and what will be helpful to others
- People will give you their insights on the points that you share, often advancing your own learning

# Sharing Tactics

---

- Individual
  - Email, Fileservers, and Blogs

Address  http://anthony.typepad.com/ 

# Tony's World

Pouring My Soul Out, One Post At A Time

## GROOVIN' TO



Here's A Quarter  
Travis Tritt: It's All About To Change



Waiting For The Sun  
The Doors: Waiting For The Sun

TPBETA 1571

About Me

Email Me

## ARCHIVES

August 2003

July 2003

August 09, 2003

## Color Blender Tool

Eric Meyer has built a great tool called [Color Blender](#) for those of us that use CSS.

10:23 PM in [Web/Tech](#) | [Permalink](#) | [Comments \(0\)](#) | [TrackBack \(0\)](#)

## Funk #49

Is it or is it not Funk?

[Continue reading "Funk #49"](#)

03:27 AM in [Music](#) | [Permalink](#) | [Comments \(0\)](#) | [TrackBack \(0\)](#)

August 08, 2003

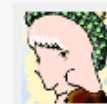
## Help Promote Mozilla Firebird!

If you're like me, you just love the Mozilla Firebird browser and would like to tell others about it. But just how does one casually bring up web browsers to others? Well, one way might be to

## AUGUST 2003

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## PHOTO ALBUMS



[Optical Illusions](#)

## RECENT POSTS

[Color Blender Tool](#)

[Funk #49](#)

[Help Promote Mozilla Firebird!](#)

[And So It Begins](#)

[Arnold Throws Hat In For California](#)

[Recall Election](#)

Address  http://pvr.blogs.com/pvr/

# PVRblog

TIVO, REPLAY, AND DVRs HOW-TO ARTICLES, NEWS, AND REVIEWS

## Lost Remote TV Weblog

The [Lost Remote](#) is a great weblog covering all aspects of television, including HDTV news, stuff about upcoming network shows, and industry financials.

August 8, 2003 in [News](#) | [Permalink](#) | [Comments \(0\)](#) | [TrackBack \(0\)](#)

## TiVo Home Media Option for \$59

TiVo's Home Media Option is currently [on sale for \\$59](#) (a full review of the HMO to will be posted tomorrow)

August 7, 2003 in [TiVo](#) | [Permalink](#) | [Comments \(6\)](#) | [TrackBack \(0\)](#)

## JD Power and Associates TV study

JD Power and Associates recently released their [2002 Cable/Satellite TV Customer Satisfaction Study](#) results, with the two satellite companies clearly ahead of the pack. I've been a customer of MediaOne, Comcast, and DirecTV, and although I would say I was overall most happy with the DirecTV service itself (it had the best picture, best sound, and best reliability). I used to get phone spammed constantly by DirecTV when I was

### ON THIS SITE

[About PVRblog](#)

[Archives](#)

[Syndicate this site \(XML\)](#)

### CURRENT PVR DEALS

[TiVos for \\$199](#)

[DirecTiVos for \\$99](#)

[ReplayTV for \\$229](#)

### QUICK LINKS

[TiVo Community Forum](#)


[ReplayTV FAQ](#)



[Gizmodo : The gadgets weblog](#)


[Technorati Profile](#)

 Done



 Internet

Address  [http://www.elearningpost.com/archives/cat\\_knowledge\\_management.asp](http://www.elearningpost.com/archives/cat_knowledge_management.asp) 

 **elearningpost**

NEWSFEATURES

## Knowledge Management Listing

August 06, 2003

**First Monday:** [The Augmented Social Network: Building identity and trust into the next-generation Internet](#)  
"The ASN is not a piece of software or a Web site. Rather, it is a model for a next-generation online community that could be implemented in a number of ways, using technology that largely exists today. It is a system that would enhance the power of social networks by using interactive digital media to exploit the transitive nature of trust through the principle of six degrees of connection. As a result, people will be able to inform themselves and self-organize more effectively -- in non-hierarchical, rhizomatic social formations -- leading to more opportunities for engaged citizenship."

**Step Two:** [Knowledge management for front-line staff](#)  
"Knowledge management is an approach that can benefit all staff within an organisation, from senior management, to front-line staff, and out into the field. This article looks at the way front-line staff operate, and how knowledge management can be used to meet their needs."

August 05, 2003

**MSNBC:** [Putting your social contacts to work](#)  
"Say you're in sales at XYZ Corp., and you'd like to pitch XYZ's latest money counter to Bill Gates. In seconds, the software can inform you that sadly, no one in the company knows the Microsoft chairman. But -- and here is the real power of this software -- let's say XYZ's law firm agreed to have its contacts linked with XYZ's database. Suddenly, you might find that someone in XYZ's advertising department is close with an XYZ lawyer who knows the Microsoft founder. You wouldn't be given those people's names. But the software would e-mail the ad guy, telling him you're seeking an introduction to Gates."

**HBS Working Knowledge:** [The Few, the Proud, the In Crowd](#)  
"Think about it for a minute. The basic building block of organizations isn't the job, the team, the process, or even the share -- it's the decision. People in organizations collectively make hundreds of thousands of decisions each day, usually without knowing exactly what the results will be. These decisions are made amid a maelstrom of competing jurisdictions, commitments, desires, and needs, including each decision maker's own self-interest. We make sense of a particular decision by asking

*Newsletter*  
[Subscribe/Unsubscribe](#)



**XML**



*Features*  
[Learning by Design](#)  
[Q&A with Professor Karen Stephenson](#)  
[The Art of the Quick Reference](#)  
[10 Damaging E-learning Myths](#)  
[More...](#)


*Categories*  
[CMS/LMS/LCMS/Standards](#)  
[Digital Learning](#)  
[Information Architecture](#)  
[Instructional Design](#)  
[Knowledge Management](#)  
[Realm of Cool](#)  
[Reports/Stories](#)  
[Strategy/Process/ROI](#)

*Month*  
[August 2003](#)  
[July 2003](#)  
[June 2003](#)  
[May 2003](#)  
[More...](#)

**Search**

  Internet

Address  <http://www.elearningpost.com/features/archives/001749.asp> 

 **elearningpost**

**NEWS** **FEATURES**

## 10 Damaging E-learning Myths

March 03, 2003  
Stuart ([woodyweb6@hotmail.com](mailto:woodyweb6@hotmail.com)), Senior Learning Designer for a leading bespoke e-learning company.  
Maish Nichani ([maish@elearningpost.com](mailto:maish@elearningpost.com)), elearningpost.

### Introduction

Make no mistake about it, the e-learning industry is going through troubled times. The current economic climate isn't conducive to providing top quality e-learning and there are mixed opinions about the success of this type of training. We can argue about the causes of this phenomenon forever. However, this article presents 10 damaging myths that we feel are contributing to the problems facing our industry. These myths seem to be spreading at an infectious pace. This list isn't intended as a criticism of any existing e-learning company – we have tremendous admiration for anyone who works in this difficult industry. Rather, this list gives us an opportunity to look again at the assumptions and beliefs that have come to define our dealings with customers.

This list could be used to educate clients as they impact the outcome of our work considerably.

### 1. Volume = value

E-learning tends to be priced in terms of hours of learning content produced. Customers ask, "How much will it cost to produce a one hour e-learning programme?" Suppliers also talk in those terms: "we currently charge £10,000 per hour of e-learning, with reductions for volume". Here lies the danger: **value is becoming equated with volume of content rather than the degree to which a solution meets the training need.** This is generally leading to conformity within the industry and a reduction in quality.

Currently, it would be difficult for a supplier to make the following argument:  
*"If we spend more time in the analysis and learning design of the project we can probably think of a way of meeting your training need in half an hour instead of an hour. However, because we need to spend budget on the extra thinking time, we still need to charge you for an hour. You still get a better solution though: your trainees will spend less time away from work and will probably get a more focused learning experience. You are paying for value or service, not volume."*

### Recent Comments

[Add your comment](#) | [Read all](#) (26)

test

...

Posted by: on August 10, 2003

Can you tell me where I could find statistic on the elearning industry, companies, revenues, number of clients, types...

Posted by: [Tara](#) on July 11, 2003

A superb summary. Needs to be placed firmly in view of 'senior management' who tend to get carried away with catch ph...

Posted by: [Martyn Overy](#) on May 27, 2003



It's Myth 3 - We must include all of the content - that I keep bumping into. When asked to develop an online course f...

Posted by: [Noel Chidwick](#) on May 14, 2003



Myth: "Rest In Peace > Traditional Learning". A lot say that the education/learning/ knowledge transfer in future is ...


Posted by: [Santosh](#) on May 6, 2003

© 2001-2003 elearningpost

  Internet



Address  http://new.blogger.com/blog\_new/home.pyra 

 **BLOGGER**

## Create a New Blog (Step 1 of 4)

Okay, we just need a little info. And don't worry, you can change any of this stuff later.



**Title**

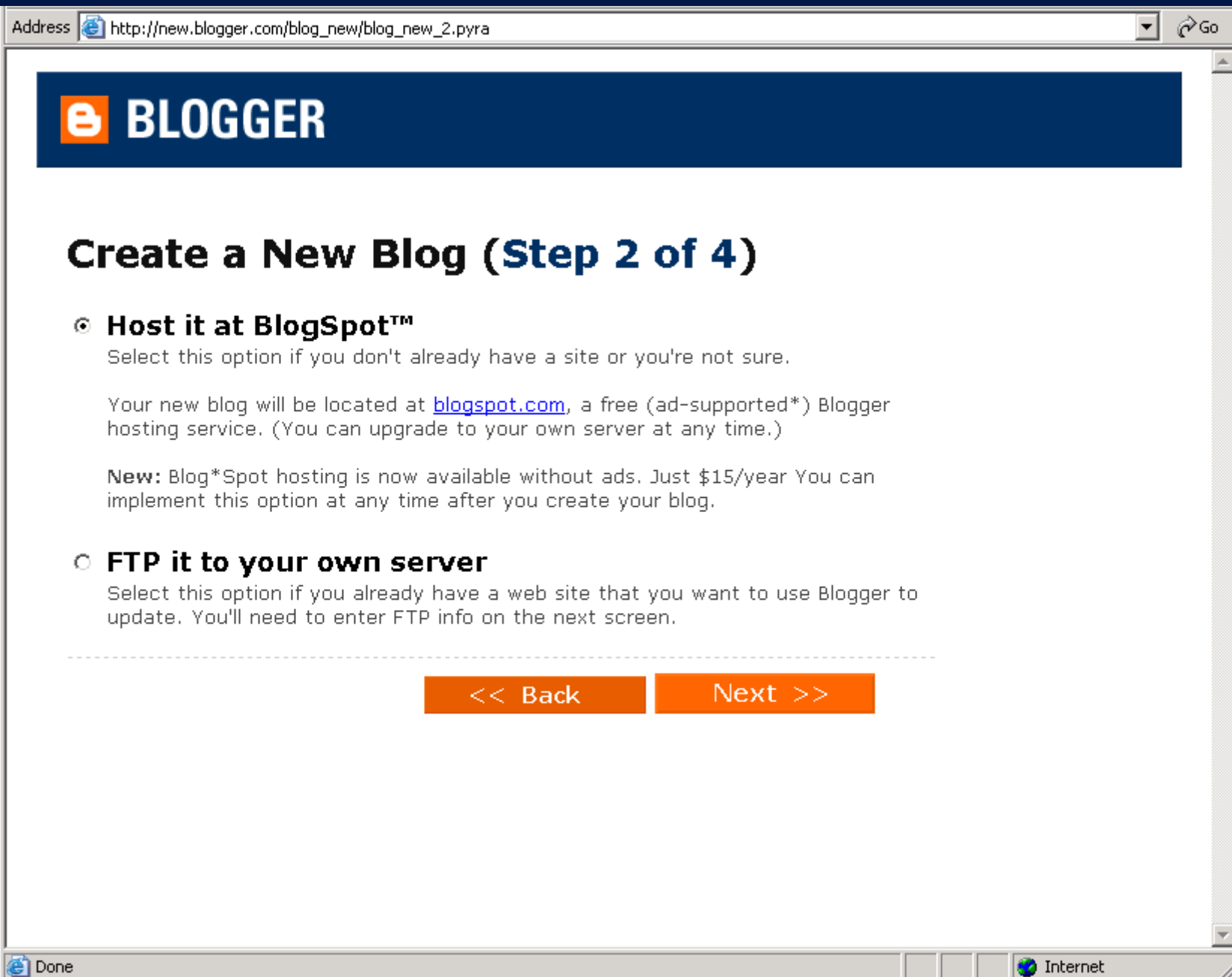
**Description**

**Public Blog?**  
☒ Yes ☐ No

If "Yes" is selected, your blog may appear in the Blogger directory and recently updated list. If you'd rather keep your blog private, select "No." (Note: Private does not mean the page will actually be protected on your server -- that's up to you.)

-----

 Done  Internet





Address  http://new.blogger.com/blog\_new/blog\_new\_4.pyra

 Go



### Split Pea Example

 Use This



### Herbert Example

 Use This

Created By: [Jason Sutter](#)

Created By: [Jason Sutter](#)



### Sand Dollar Example

 Use This

Created By: [Jason Sutter](#)

<< Back

Next >>



Internet

Address  http://fms2003.blogspot.com

 Go

# FMS Conference

A Blog for the 2003 FMS Annual Conference

## Links

[Google News](#)

[Edit-Me](#)

[Edit-Me](#)

## archives


08/01/2003 - 08/31/2003

**Saturday, August 09, 2003**

Welcome to the 2003 FMS Conference!

# posted by Doug @ 8:39 PM



 Internet

Manage

Post

Design

Configure

VIEW WEBLOG

New Post

Upload File

List All Posts

Search

Go

## Compose a New Post

Title

Category

Current Affairs

B

i

U

LINK

The conferences has been designed to <strong>help </strong>all financial managers deal with the challenges of working in a rapidly changing government environment. Our Annual Conference offers the latest topics and most interesting developments in Financial Management. The training conference includes plenary sessions, keynote addresses, concurrent breakout sessions, networking reception, and corporate and government exhibits. The 3-day conference has something for everyone and covers all levels of education from basic to advanced.

# FMS Conference

A Blog for the 2003 FMS Annual Conference

## Links

[Google News](#)

[Edit-Me](#)

[Edit-Me](#)

## archives

08/01/2003 - 08/31/2003

**Saturday, August 09, 2003**

The conference agenda looks great. Here's a preview:

The conferences has been designed to help all financial managers deal with the challenges of working in a rapidly changing government environment. Our Annual Conference offers the latest topics and most interesting developments in Financial Management. The training conference includes plenary sessions, keynote addresses, concurrent breakout sessions, networking reception, and corporate and government exhibits. The 3-day conference has something for everyone and covers all levels of education from basic to advanced.

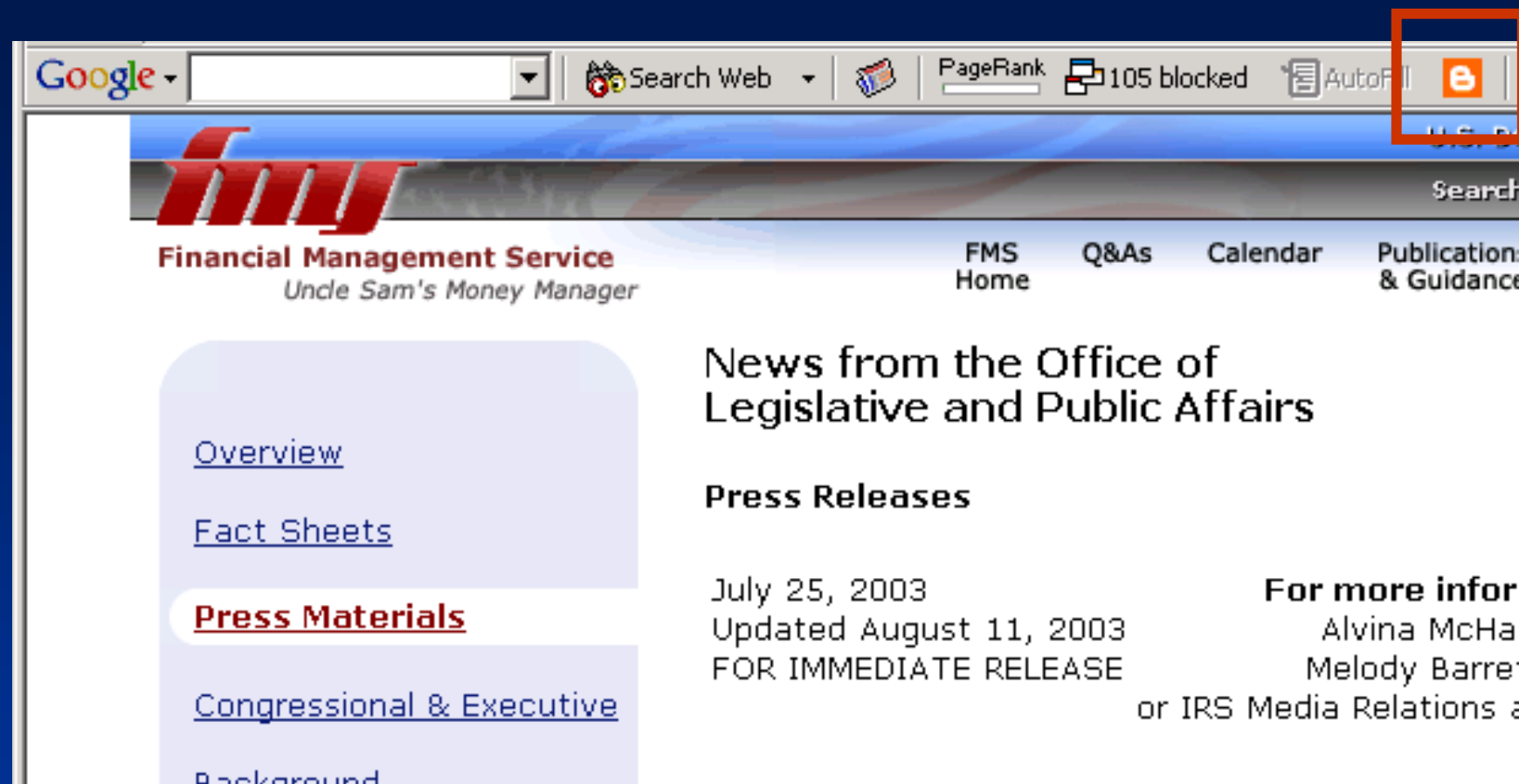
# posted by Doug @ 8:43 PM

Welcome to the 2003 FMS Conference!

# posted by Doug @ 8:39 PM



Internet





BlogThis! - Microsoft Internet Explorer

**BLOGGER™** FMS Conference

**B** *I* | Post Post & Publish

`<a href="http://fms.treas.gov/news/press/child_tax_credit2.html">Child Tax Credit Advance Payments: Press Release: Financial Management Service</a>`

Done Internet

[Congressional & Executive](#)  
[Background](#)  
[Contacts](#)

Microsoft Internet Explorer

AutoFill Options

U.S. Department of the Treasury

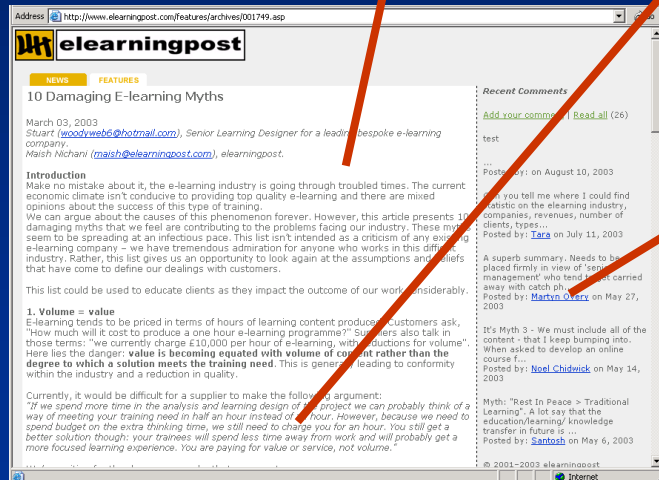
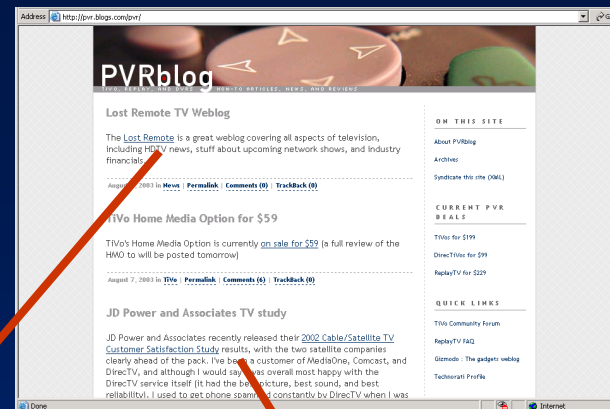
Search FMS

ndar Publications & Guidance Programs & Systems

irs

For more information,  
Alvina McHale (202) 268-4141  
Melody Barrett (202) 268-4141  
or IRS Media Relations at (202) 268-4141

## FMS Issues First Round of 2003 Child Tax Credit Advance Payments



# Rise of the "Blogosphere"

# Brilliance of the Blog

## Simplicity and immediacy

- More voices
- Smaller chunks
- “Good enough now” rather than “perfect later”

# Sharing Tactics

---

- Individual
  - Share proactively
- Group / Project Managers
  - Make tools and structures available
- Department
  - Create organization-wide KM structures

# Sharing Benefits

---

- Solutions to common problems save other people time and effort
- We aren't always the best judge of our own brilliance, and what will be helpful to others
- People will give you their insights on the points that you share, often advancing your own learning

# Strategy 4: Take (or Make) a Course

# Structured Learning

- Time sensitivity
- Guidance and feedback
- Depth of material
- Consistency of message

## On-Ground

- Timing, pacing inflexible
- Untargeted
- Expensive to attend

## On-Line

- Flexible timing and pacing
- Targeted to learner needs
- Less expensive to attend


# Course Tactics

---

- Individual
  - Find and take relevant courses
- Manager
  - Encourage employees to take advantage of learning opportunities



Presenter, Inc. iPresentation™ Suite



Paused01:27 / 04:38

Windows Media Player - Video

00:00:21 Simplifying Enterprise Communication

00:00:50 Simplifying Enterprise Communication (

**00:01:27 iPresentation™ Suite**

00:02:29 iPresentation Mobile Client

00:02:29 iPresentation Mobile Client

00:03:03 Key Applications

00:03:34 Presenter, Inc. Customers

00:03:43 Summary

00:04:11 Thank You!

Info

Slides

Download

Search

Notes

5 / 10

⏮

⏪

⏩

⏭

⏸

⏹

⏶

⏷

⏺

⏻

⏼

⏽

⏾

⏿

⏮

⏭

⏸

⏹

⏺

⏻

⏼

⏽

⏾

⏿

Done

Internet

# iPresentation™ Suite

**Authoring**

Live or On-Demand Recording

PowerPointTelephone

Video Studio

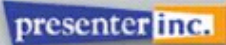
**Management**

Podium Server

Content ManagementSecurityMedia ConversionUsage Tracking

**Delivery**

WebTelephonePocket PC



Welcome to Presenter, Inc.

About Presenter, Inc.

Simplifying Enterprise Communication

Simplifying Enterprise Communication (continued)

**iPresentation™ Suite**

iPresentation Suite (Next)

0100:00:00

0200:00:02

0300:00:21

0400:00:50

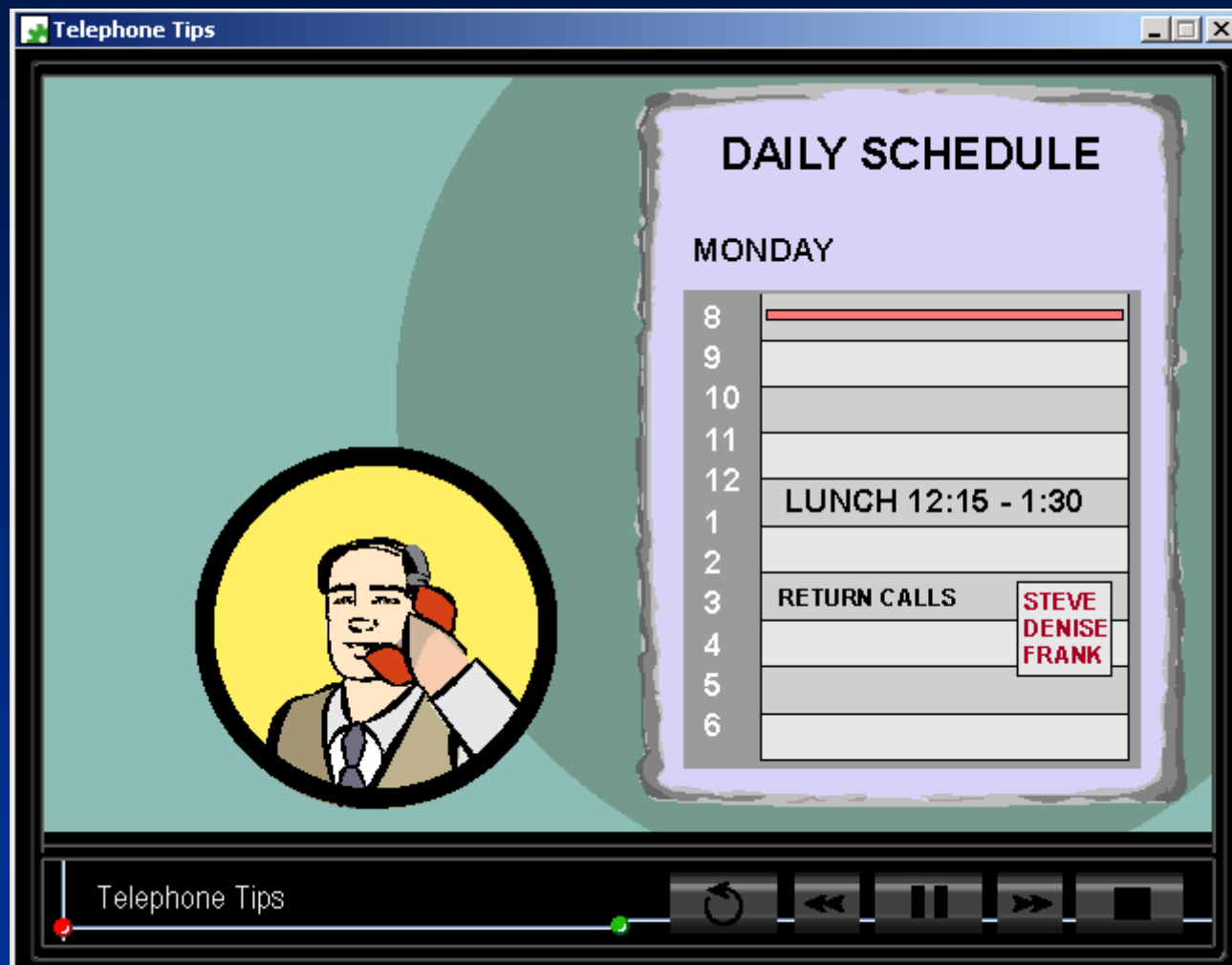
0500:01:27

0600:02:29

Powered by

# Synchronous eLearning

- Benefits
  - Can “attend” from your desk
  - Can whisper and pass notes with other learners
  - Easy to put together
- Gotchas
  - Still have to wrangle with schedules
  - Difficult to engage learners’ attention
  - Difficult to involve learners in the process



## How to Write a High-Tech Business Plan

### Demo Navigation

[Business Plan](#)

[Course Essentials](#)

[In the Beginning](#)

[Purpose of the Plan](#)

[Audience](#)

[Approaches to Building Your Plan](#)

[The 10-20,000 Foot View](#)

### [Transition Learning](#)



#### Readings

[The Plan Is a Sales Document](#)

[The Opener, Not the Closer](#)

[The Process Is a Large Part of the Goal](#)



#### Activities

[On Your Own: Why You're Putting the Plan Together](#)

[Community Learning: Sharing Your Reasons](#)

[Community Learning: Previous Planning Experiences](#)



#### Interviews

[Craig Elliott](#)

[Guy Kawasaki](#)

[Mike Scanlin](#)

[John Fisher](#)

[Michael Sifton](#)

[Jen Taylor](#)



#### Tools

[Reasons for My Plan](#)



#### Resources

[Further Resources](#)

# Asynchronous eLearning

- Benefits
  - Timing and pace are flexible
  - When done well, can be very involving for learners
  - Encourages peer-to-peer learning
- Gotchas
  - Difficult (and sometimes expensive) to create good courses
  - Unmotivated learners find it easy to drop out

**I WOULD LIKE TO LEARN?**

SEARCH!

Home

Contact Us

Help

Free Training

## Course Catalog

- [All Tutorials](#)
- [Business / Sales / Accounting](#)
- [Cisco](#)
- [Communication](#)
- [Continuing Education](#)
- [Databases](#)
- [Graphics / Publishing](#)
- [Health and Safety](#)
- [Internet / Webmaster](#)
- [Kid's Corner](#)
- [Lotus](#)
- [MCSE Exams](#)
- [Microsoft \(All\)](#)
- [Microsoft Office Networking](#)

## Communication Tutorials

To purchase a tutorial, get a free demo or see tutorial information, click on any Tutorial below.

### Communication

- |   |  |
|---|--|
| → <a href="#">Group Wise 5.5 Messaging</a>                              | → <a href="#">GroupWise 5.5--Document Management</a>                     |
| → <a href="#">Lotus 1-2-3 97 Advanced</a>                               | → <a href="#">Lotus 1-2-3 97 Bundle</a>                                  |
| → <a href="#">Lotus 1-2-3 97 Intermediate</a>                           | → <a href="#">Lotus 1-2-3 97 Introduction</a>                            |
| → <a href="#">Lotus 1-2-3 97 Macros and Charts</a>                      | → <a href="#">Lotus 1-2-3 97 Special Topics</a>                          |
| → <a href="#">Lotus 1-2-3 Millennium--Advanced</a>                      | → <a href="#">Lotus 1-2-3 Millennium--Formulas and Functions</a>         |
| → <a href="#">Lotus 1-2-3 Millennium--Macros and Charts</a>             | → <a href="#">Lotus Notes 4.0</a>  |
| → <a href="#">Lotus Notes 5--Application Development</a>                | → <a href="#">Lotus Notes 5--Communications</a>                          |
| → <a href="#">Lotus Notes 5--Volume 1</a>                               | → <a href="#">Lotus Notes 5--Volume 2</a>                                |
| → <a href="#">Lotus Notes Dlx. 4.5</a>                                  | → <a href="#">Lotus Notes R5 End User: Enhancing Notes Functionality</a> |
| → <a href="#">Lotus Notes R5 End User: Interfacing with Notes</a>       | → <a href="#">Lotus Notes R5 End User: Managing Information</a>          |
| → <a href="#">Lotus Notes R5 End User: Managing Mails</a>               | → <a href="#">Lotus Notes R5 End User: Scheduling in Notes</a>           |
| → <a href="#">Lotus Notes R5 End User: Working Remotely using Notes</a> | → <a href="#">Lotus Organizer--Millennium</a>                            |
| → <a href="#">QuattroPro 9--Introduction</a>                            |  |

Note: Your subscription gives you unlimited access to the tutorial during the specified time frame. You may repeat all or part at any time during that period, from any computer with Internet access. Since

The screenshot displays the Graduate School, USDA website. At the top, there is a navigation bar with tabs for HOME, ABOUT US, COURSE CATALOG, VISITOR CENTER, CONTACT US, and SITE MAP. Below this is a green banner with the Graduate School, USDA logo and the tagline 'THE GOVERNMENT'S TRAINER'. A secondary navigation bar contains links for 'Perform New Search', 'Search Instructions', 'Registration Information', 'Printable Registration Form', and 'Security'. A 'Course Catalog' button is prominently displayed. The main content area is titled 'Distance Education/Self-Paced Training Courses by Subject Area' and includes links to 'Return to Distance Education', 'Alphabetical List of Distance Education Courses', and 'Search for a Course'. The course categories are listed in two columns, each preceded by a blue diamond icon. The categories and their sub-links are: Accounting, Budgeting and Financial Management (with sub-links for Accounting, Auditing, Budget, and Financial Management); Business and Management; Communications; Computer Science/Information Technology (with sub-links for Computer Programming, Networking, Web Development, and Internet); Economics; Human Resources (with sub-links for Career Development, EEO, Labor Relations, Position Classification, and Staffing); Law and Paralegal Studies; Library Techniques; Management and Supervision (with sub-links for Management and Supervision); and Mathematics and Statistics (with sub-links for Mathematics and Statistics). The website is viewed in an Internet Explorer browser window, as indicated by the taskbar at the bottom.

**HOME** **ABOUT US** **COURSE CATALOG** **VISITOR CENTER** **CONTACT US** **SITE MAP**

**GS** Graduate School, USDA  
THE GOVERNMENT'S TRAINER

Perform New Search | Search Instructions | Registration Information | Printable Registration Form | Security

**Course Catalog**

**Distance Education/Self-Paced Training Courses by Subject Area**

[Return to Distance Education](#) | [Alphabetical List of Distance Education Courses](#) | [Search for a Course](#)

<ul style="list-style-type: none"><li>◆ <b>Accounting, Budgeting and Financial Management</b><ul style="list-style-type: none"><li>• <a href="#">Accounting</a></li><li>• <a href="#">Auditing</a></li><li>• <a href="#">Budget</a></li><li>• <a href="#">Financial Management</a></li></ul></li><li>◆ <b><a href="#">Business and Management</a></b></li><li>◆ <b><a href="#">Communications</a></b></li><li>◆ <b>Computer Science/Information Technology</b><ul style="list-style-type: none"><li>• <a href="#">Computer Programming, Networking, Web Development</a></li><li>• <a href="#">Internet</a></li></ul></li><li>◆ <b><a href="#">Economics</a></b></li></ul>	<ul style="list-style-type: none"><li>◆ <b>Human Resources</b><ul style="list-style-type: none"><li>• <a href="#">Career Development</a></li><li>• <a href="#">EEO</a></li><li>• <a href="#">Labor Relations</a></li><li>• <a href="#">Position Classification</a></li><li>• <a href="#">Staffing</a></li></ul></li><li>◆ <b><a href="#">Law and Paralegal Studies</a></b></li><li>◆ <b><a href="#">Library Techniques</a></b></li><li>◆ <b>Management and Supervision</b><ul style="list-style-type: none"><li>• <a href="#">Management</a></li><li>• <a href="#">Supervision</a></li></ul></li><li>◆ <b>Mathematics and Statistics</b><ul style="list-style-type: none"><li>• <a href="#">Mathematics</a></li><li>• <a href="#">Statistics</a></li></ul></li></ul>
---	--

Internet

# Course Tactics

---

- Individual
  - Find and take relevant courses
- Manager
  - Encourage employees to take advantage of learning opportunities
- Dept
  - Put structures in place to facilitate frequent learning



**SPAWAR****Workforce Learning Community**

In Partnership with the Naval Postgraduate School

Username: Password: [My Page](#) [Catalog](#) [Advising](#) [Registration](#) [Library](#) [Communities](#) [Bookstore](#) [My Team](#)

## *Welcome to the Workforce Learning Community!*

### **Purpose**

The Workforce Learning Community supports members of the civilian SPAWAR workforce in educational and training efforts. In this learning community, you can access innovative and relevant online educational opportunities from a variety of partnering institutions and organizations and work with other members of the SPAWAR workforce to enhance your professional development, knowledge, and expertise through a growing community of practice.

### **WLC Announcements**

[New Certificate Offered:](#) LAN/WAN Administration

[New Online Degree Program Offered:](#) Naval Postgraduate School Master of Arts in Information Operations

[Live Webcast:](#) Document Compliance Workshop at the Naval Media Center, Washington, D.C., April 3, 2001

[more](#)

### **WLC News**

[CNO 2001](#) State of the Civilian Workforce Address

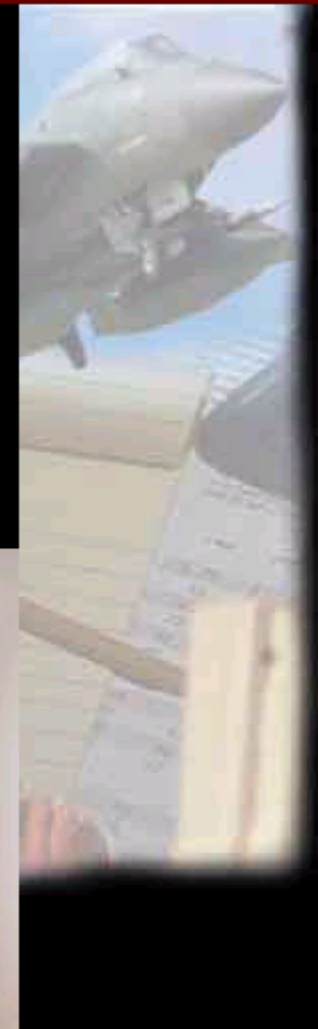
[New Civilian Workforce](#) Recruitment Bonus Program

[Armed Forces Vacation](#) Club Expands \$209 Destinations

[DOD Announces](#) New Features to Ease Civilian Relocation

[Workplace Profile:](#) Information Technology Center, University of New Orleans

[more](#)



Local intranet

**SPAWAR****Workforce Learning Community**

In Partnership with the Naval Postgraduate School

Welcome, Wanda!

[My Page](#) [Catalog](#) [Advising](#) [Registration](#) [Library](#) [Communities](#) [Bookstore](#) [My Team](#)

## My Page

### Welcome, Wanda!

#### Your Announcements

[All](#), 2 Weeks, [Today](#)

[MST 582](#) instructor update posted (March 7, 2001).

[MST 582](#) workgroup documents uploaded to group pages (March 6, 2001).

[New DAWIA](#) documents in Library's Current Materials (March 6, 2001).

#### Your Events

[All](#), 2 Weeks, [Today](#)

[Video](#): NAVSEA Underwater Hull Coatings Briefing (February 8, 2001) available in Library's Materials Archive.

[Webcast](#): Carderock Division Patent Award Ceremony (April 4, 2001).

[Web Presentation/Live Chat](#): Mark Allen of the Navy Surface Warfare Center and Janie Rojas of Geo-Centers, Inc. discuss Pulper upgrades for at-sea waste disposal (March 28, 2001).

#### Your Courses

[LOG 205](#): Provisioning  
(Defense Acquisition University)

In Progress

[MST 582](#): Building Effective  
Organizations in Science and Technology  
(University of New Orleans)

March 5, 2001 Session Missed  
(archived)

# Act III

## Conclusions

# Fostering a Learning Culture

- Individual
  - Recognize that continuous learning is essential
  - Take responsibility and embrace the challenge
- Group / Project Manager
  - Support and encourage professional development
- Dept
  - Build structures and systems to support and reward lifelong learning

# Today's Goals

---

- Embrace life-long learning
- See that readily-available eLearning tools make life-long learning easy
- Identify learning strategies you can use to make a difference in your career and your organization

# Resources

---

## ■ Groups / Sites

- American Society of Training and Development (<http://www.astd.org>)
- eLearning Guru (<http://www.e-learningguru.com/articles.htm>)
- Learning Circuits (<http://www.learningcircuits.com>)
- Chief Learning Officer (<http://www.clomedia.com/default.asp>)
- Creating a Learning Culture ([http://www.darden.edu/batten/clc/primer\\_articles.htm](http://www.darden.edu/batten/clc/primer_articles.htm))

## ■ Tools

- Google (also Altavista, HotBot)
- Yahoo Groups (also QuickTopic, Tomoye Simplify)
- Blogger (also Typepad)
- Breeze (also PowerPoint Presenter)